

STATE OF CALIFORNIA  
DEPARTMENT OF MOTOR VEHICLES



# Driving Change...

*2010*

# Strategic Plan

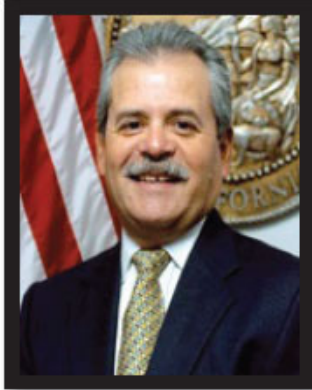
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# FROM THE DIRECTOR



When I first arrived in early 2006, the Department of Motor Vehicles had a demonstrated record of setting priorities, charting its future direction, and successfully implementing changes to enhance DMV services, technology, and operations. Today things are no different. We have once again concluded our annual planning sessions, and what you have before you is DMV's 2010 Strategic Plan.

Throughout our State, we continue to experience the effects of a slowed economy. In fact, this year it caused us to pause and ask the question, "Is this the right time to engage in our annual strategic planning process?" We quickly realized that strategic planning provides an important tool to vision, to plan, and to adapt as needed to our ever-changing environment. This yearly effort also serves to review our accomplishments and affirm our successes. In this era of "doing more with less," there is no doubt that now, more than ever, we need a thoughtful and comprehensive Strategic Plan.

This year, we made some significant changes that I would like to share with you. First, we revised our Mission. I have always felt that our Mission Statement should be clear and concise, so we shortened the Mission to:

**To serve the public by providing quality licensing and motor vehicle-related services.**

I believe we have it! We have kept it simple and to the point. But more importantly, we have a statement that allows everyone to understand what DMV strives to accomplish everyday.

We also took a look at our Core Values; the principles under which DMV performs and that reflect how our employees conduct themselves. In my visits to offices around the State and to headquarter units, I continue to be impressed by our employees' level of commitment to public service. Despite today's challenging economic circumstances, our employees understand and value their role as the "face of state government." In recognition of our employees' dedication to providing quality DMV services, we added the following to our Core Values:

**Commitment to serve the public.**

We also took some time to reflect on the opportunities and challenges that DMV faces both today and in the future. One strategic issue identified during this process was the importance of maintaining a strong DMV workforce through succession planning, employee recruitment/retention initiatives,

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and ongoing training and development. In recognition of the important role that DMV employees play in achieving our mission, we created a new Goal focused on one of our most important assets—our employees. This new “Workforce” Goal is as follows:

**Strengthen and support the professionalism and skill of our workforce**

The assessment of our environment also served to validate our existing Goals. Our Goals will continue to drive all our strategic efforts and are discussed in further detail in this Strategic Plan.

Our Goals have led us to implement hundreds of enhancements since I started as Director. Going forward, things are going to get even more exciting. Several strategic projects that we embarked on a couple of years back are starting to realize some real benefits:

- This year, the DMV will implement state-of-the-art driver license/identification card issuance technologies that strengthen the security of personal data and keep California driver licenses and identification cards amongst the most secure in the nation.
- We will also roll-out a state-of-the-art web portal solution that offers additional online applications, verifies user identity, and streamlines the online payment process.
- Our Information Technology Modernization program continues to achieve significant implementation milestones. This program will replace DMV’s aged and outdated legacy systems with broadly supported industry standard technologies, helping to reduce maintenance and operational costs and facilitate easier implementation of business process improvements.

It is satisfying to have been involved with so many improvements in how we serve our customers. The 2010 Strategic Plan lays out our strategies for future enhancements to our products and services and acknowledges that our ongoing success relies on our strong and dedicated workforce.



George Valverde, Director  
California Department of Motor Vehicles



# WHO WE ARE

## Our Mission:

To serve the public by providing quality licensing and motor vehicle-related services.

## Our Vision:

**California DMV: Driving Change . . .**

Customer-Focused • Solution-Oriented • Innovative

## Our Core Values:

- Honesty and integrity
- Commitment to serve the public
- Respect and consideration for each other, our customers, and the environment
- Accuracy and quality in all our products and services

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## Our Core Functions:

### **Driver License and Identification Card Program**

We test and issue licenses to qualified drivers, provide identification services to the public, and verify the identity of all licensed drivers and identification card holders.

### **Vehicle Titling and Registration Program**

We issue titles and register all automobiles, motorcycles, trailers, vessels, and commercial vehicles used for both interstate and intrastate commerce. We also issue disabled person placards and personalized license plates. Revenue collected from this program is then disbursed to other state and local agencies.

### **Driver Safety Program**

We promote traffic safety by monitoring the driving performance of licensed drivers. Furthermore, we evaluate high-risk drivers for driving competency and take corrective actions against the driving privilege of drivers who demonstrate safety risks.

### **Licensing the Motor Vehicle Industry**

We provide consumer protection through the licensing and regulation of occupations and businesses related to the manufacture, transport, sale, and disposal of vehicles, including: vehicle manufacturers, dealers, registration services salespersons, transporters, and dismantlers. In addition, we regulate all occupations and businesses related to driving and traffic schools.

# WHO WE ARE

## Our Organization

### **Administrative Services Division**

provides core services essential to the day-to-day operations of the department. The division is responsible for directing the complete scope of administrative functions and employee services including: budgetary and fiscal management; contracts development and procurement processes; facilities management; human resources management and labor relations; and development and delivery of training programs.

### **Communication Programs Division**

is responsible for DMV's five Telephone Service Centers who respond annually to over 19 million customer calls. The division develops procedures, manuals, handbooks, and other publications for use by employees, industry partners, and the public. They manage and maintain the department's English and Spanish language Internet sites, and employee web site; and act as the liaison with courts, law enforcement, and government agencies.

**Executive Office** provides guidance, leadership, advice, and support to the Directorate and the department's nine divisions. The Executive Offices include: Audits Office, Equal Employment Opportunity Office, Legislative Office, Office of the Chief Information Officer, Office of Public Affairs, and Office of Strategic Planning and Organizational Development.

### **Field Operations Division**

is the public face of state government with 169 offices providing services to over 32 million people annually. Field office employees process applications for driver licenses, identification cards and vehicle registrations, issue several varieties of license plates and other indicia, and often offer special services to local community groups.

### **Information Systems Division**

enables the department to conduct its internal operations and provide services to its customers through the use of technology. The division supports all departmental hardware and software, including DMV's robust databases, and telephone and data systems. They also ensure DMV systems connectivity for business partners, law enforcement, and governmental entities.

### **Investigations Division**

is the regulatory and law enforcement branch of DMV. As authorized, Investigations employees conduct complex criminal, administrative, and civil investigations involving the motor vehicle industry, identity theft, financial fraud, document counterfeiting, employee misconduct, fraud and theft, and security violations.



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**Legal Affairs Division** represents DMV in all Administrative Law and Government Law cases. The division performs in-house counsel services which include legal research, advice on policy and procedures, contract review, and liaison with the Attorney General's office on civil cases which the department is a party. They are also responsible for the department's regulation of the automotive industry and representing the department on employee actions appealed to the State Personnel Board.

**Licensing Operations Division** administers California's Driver Licensing, Occupational Licensing, and Driver Safety programs. The division is responsible for: issuing driver licenses, identification cards, commercial licenses, and regulating financial responsibility requirements; regulating and monitoring of motor vehicle dealerships and traffic safety education businesses and its employees; and identifying and controlling the driving privilege of high-risks drivers. In addition, they develop and evaluate demonstration programs, conduct traffic safety research, and are responsible for interagency programs such as the verification of legal presence status, verification of social security number, and the Organ Donor Program.

**Motor Carrier Division** is the liaison and primary service provider to the trucking industry. The division administers both state and federal programs that impact motor carrier operations throughout North America. Their customer base is comprised of more than 84,000 inter/intrastate motor carriers operating approximately 1.8 million vehicles. They partner with the California Highway Patrol to ensure the safe and efficient operation of trucking on California's highways.

**Registration Operations Division** is responsible for DMV's operational procedures and policies governing vehicle registration and titling. The registration of vehicles includes not only automobiles and trucks, but motorcycles, trailers, vessels, and special equipment such as vehicles used in construction and those operated off highway. The division provides important state and local revenue while ensuring vehicle owner compliance with California's clean air and liability insurance requirements.



# SERVICE



## *Enhance services to our internal and external customers.*

One of DMV's core values is a commitment to serve the public. We serve a customer base that is as diverse as the State of California. Our customers rely on us to offer quality products and efficient services in order to meet their individual styles and needs. This also holds true for the service we provide within our organization. Whether delivering services to internal or external customers, we continue to focus on building new tools and capabilities, making our processes easier, and directly asking our customers how we can best serve them.

### **STRATEGIES:**

1. Research and assess the needs of our diverse customers.
2. Enhance and promote effective organizational communication.
3. Enhance and promote effective external customer communication.
4. Align DMV products, services, and resources with current and evolving customer needs.



# WORKFORCE



*Strengthen and support the professionalism and skill of our workforce.*

Understanding that “employees make the difference,” DMV is committed to further developing the professionalism and skill of our workforce. In order to sustain this goal, we will pursue employee-focused initiatives that enhance both individual and organizational capabilities. We will further invest in our employees by providing them with the training, tools, and resources necessary to effectively serve our customers.

## **STRATEGIES:**

1. Improve methods that foster collaborative and open communication among the workforce.
2. Continuously research and assess the diverse needs of our workforce.
3. Enhance our workforce environment.
4. Enhance our workforce capabilities to meet current and evolving business needs and demographics.
5. Create an infrastructure to support an effective workforce.
6. Modernize our recruitment and selection processes to maximize the effectiveness of our workforce.





# SAFETY

## *Enhance traffic safety through internal programs and partnerships.*

Traffic Safety in California relies on partnerships with other safety-related government agencies to make our roadways safer. Nowhere is this more apparent than through our active participation in California's Strategic Highway Safety Plan where DMV takes the lead on implementing 29 specific safety plans in various traffic safety challenge areas. These areas include reducing impaired driving, ensuring drivers are competent, and targeting crashes involving younger and older drivers.

### **STRATEGIES:**

1. Expand traffic safety related projects and programs.
2. Ensure drivers are qualified and competent to use the roadways.
3. Educate the public to promote traffic safety through proven methods and innovative approaches.
4. Evaluate and provide evidence-based information on the effectiveness of traffic safety related actions to stakeholders.
5. Improve the quality, completeness, timeliness, and uniformity of safety data and the sharing among federal, state, and local agencies and stakeholders.
6. Plan for and assess the safety implications of innovative modes of transportation.

# SECURITY



*Strengthen validity, security, and protection of personal information.*

Every day, thousands of customers provide us with detailed information about themselves in order to register a vehicle, receive a driver license, or complete other DMV transactions. At DMV, we have a demonstrated history of implementing safeguards within our systems and processes that provide the highest levels of protection of our customers' personal information. We continually seek to employ new proven fraud prevention methods in order to enhance the security and privacy of personal information.

## **STRATEGIES:**

1. Promote information security and privacy awareness.
2. Ensure accurate submission and timely processing of departmental actions.
3. Ensure consistent enforcement of DMV information security policies.
4. Identify and integrate best practices to mitigate fraud and protect personal information under DMV authority.
5. Establish accurate and secure identity management to facilitate authentication and authorization.
6. Strengthen and enhance the processes used to release or exchange DMV information.



# PROTECTION



## *Enhance consumer protection.*

We want consumers to feel confident when patronizing vehicle-related businesses. As a regulator and licensor of various vehicle-related businesses, DMV protects the public when they purchase a vehicle from a dealership, send a child to driving school, or attend a traffic violator school. We investigate consumer complaints and if necessary, take action against these types of businesses. We also protect against identity theft, financial fraud, and/or document counterfeiting.

### **STRATEGIES:**

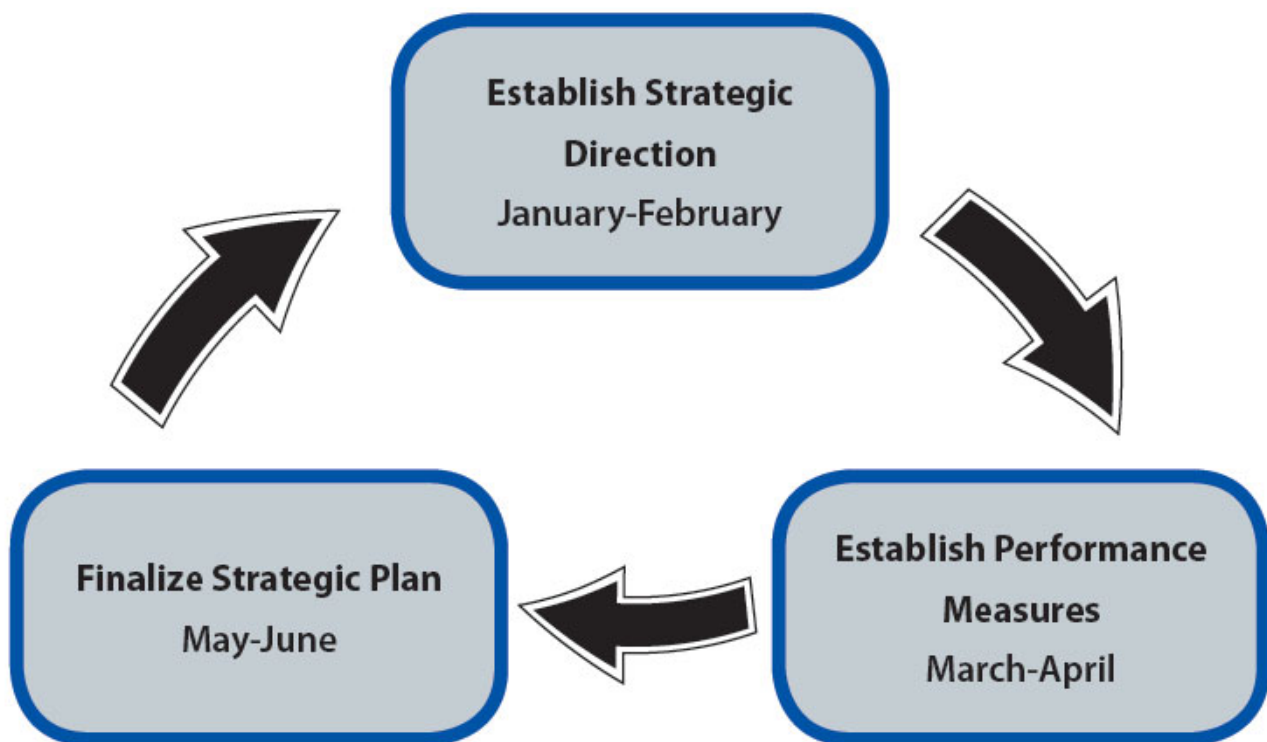
1. Enhance inspection, investigation, and review processes.
2. Develop new and improved trend analysis and enforcement tactics.
3. Enhance case management and resolution processes.
4. Identify and integrate best practices that impact consumer protection as they relate to licensing, motor vehicle-related services, and enforcement practices.
5. Promote public awareness of rights, responsibilities, and consumer protection services.
6. Improve visibility and strengthen communication and partnerships with licensees and other stakeholders.



# METHODOLOGY

## Performance Management Cycle

DMV utilizes a strategic planning methodology modeled after the one endorsed by the Business, Transportation and Housing Agency. We apply this methodology on an annual basis to ensure that the strategic course we set accounts for the current environment. Our annual cycle involves all program areas with the major steps occurring as shown below:



Additionally, we evaluate our performance and implement actions in support of our Strategic Plan throughout the year.



# **Prepared by the DMV Strategic Planning Office**

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